

## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 18 July 2018

**Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 11.00 am**

### **Present**

#### **Members:**

Deputy Keith Bottomley (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Randall Anderson  
Nicholas Bensted-Smith  
Karina Dostalova

Anne Fairweather  
Christopher Hayward  
Andrew McMurtrie  
James Tumbridge  
Deputy Philip Woodhouse

#### **Officers:**

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|----------------------|--|
| Peter Lisle          | - Assistant Town Clerk & Culture Mile Director |
| Alistair MacLellan   | - Town Clerk's Department                      |
| Rohit Paul           | - Town Clerk's Department                      |
| Sarah Baker          | - Town Clerk's Department                      |
| Mona Lewis           | - Chamberlain's Department                     |
| Dianne Merrifield    | - Chamberlain's Department                     |
| Ola Obadara          | - City Surveyor's Department                   |
| Michael Radcliffe    | - City Surveyor's Department                   |
| Nia Morgan           | - City Surveyor's Department                   |
| Simon Glynn          | - Department of the Built Environment          |
| Iain Simmons         | - Department of the Built Environment          |
| Paul Monaghan        | - Department of the Built Environment          |
| Paul Murtagh         | - Community & Children's Services Department   |
| David Drane          | - City of London Police                        |
| Gary Brailsford-Hart | - City of London Police                        |
| Pauline Weaver       | - City of London Police                        |
| Martin Rodman        | - Open Spaces Department                       |
| Darrell Lunt         | - Barbican Centre                              |

#### **1. APOLOGIES**

Apologies were received from Deputy Catherine McGuinness and Marianne Fredericks.

#### **2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

3. **MINUTES**

**RESOLVED**, that the public minutes and summary of the meeting held on 13 June 2018 be approved as an accurate record.

4. **OUTSTANDING ACTIONS**

Members considered a report of the Town Clerk regarding outstanding actions from previous meetings.

**RESOLVED**, that the report be received.

5. **GATEWAY APPROVAL PROCESS**

**RESOLVED**, that the Gateway Approval Process be received.

6. **PROJECT MANAGEMENT OFFICE FORWARD PLAN**

**RESOLVED**, that the Project Management Office forward plan be received.

7. **PROJECT MANAGEMENT REVIEW UPDATE**

Members considered an update report of the Town Clerk regarding the Project Management Review and the following points were made.

- A Member welcomed the report and the commitment outlined therein regarding a refreshed approach to project contingency budgets.
- A Member noted that there appeared to be a disjoint between IT project programmes and the City's overall project gateway process and asked that this be reviewed as part of the ongoing Project Management review.
- In response to a comment from a Member that there appeared to be a degree of duplication between the project dashboards and project briefing, the Town Clerk advised that the project briefing was a one-off document produced at the start of a project whereas the project dashboard would be a live document that would accompany the project through each project gateway – therefore any duplication between the two would soon disappear.
- In response to a comment from a Member regarding the introduction of a fixed budget percentage contingency, the Chairman noted that a risk-based approach to contingency was the preferred way forward.
- In response to a comment from a Member, the Chairman confirmed that Members would be given the opportunity to scrutinise what level of contingency was granted to projects.
- Members approved the templates outlined within the report subject to them to be refined in practice following their introduction.

**RESOLVED**, that Members

- Approve the templates provided within the report, subject to any necessary refinement in practice;

- Note that a subsequent report will be produced for approval by the Policy and Resources Committee (post- August 2018 recess), incorporating a fully developed proposal for the implementation of contingency, expanding on the preferred option recommended by Projects Sub Committee, including proposed amendments to refine the Projects Procedures as part of the Project Management Review.

8. **GATEWAY 1/2/3/4 - LONDON BRIDGE WATERPROOFING AND BEARING REPLACEMENT**

Members considered a Gateway 1/2/3/4 (Regular) report of the Director of the Built Environment regarding London Bridge Waterproofing and Bearing Replacement and the following points were made.

- The Chairman noted that the funding for this project was in the Bridges Repair Funds 50-year plan and would be approved prior to Gateway 5.

**RESOLVED**, that Members

- Approve spend of £84,000 from the Bridge House Estates Funds to appoint AECOM (term consultants) and a bearing replacement contractor to prepare a specification for the bearing and waterproofing replacement.
- Approve that the procurement strategy is delegated to Chief Officer in conjunction with the Chamberlain.

9. **GATEWAY 5 - 2-6 CANNON STREET PUBLIC REALM IMPROVEMENTS - PHASE1**

Members considered a Gateway 5 (Regular) report of the Director of the Built Environment regarding 2-6 Cannon Street Public Realm Improvements – Phase 1.

**RESOLVED**, that Members

- Agree that authorisation of Phases 2 and 3 be delegated to Chief Officer, provided costs set out in the report are not exceeded.
- Authorise the delivery of public realm enhancement works in phases to meet the Developer's revised programme.

10. **GATEWAY 3 & 4 - REWIRE THE LANDLORD'S ELECTRICITY SUPPLY AT SOUTHWARK ESTATE (PARTIAL) AND THE SYDENHAM HILL ESTATE**

Members considered a Gateway 3/4 (Regular) report of the Director of Community and Children's Services regarding the rewiring of the Landlord's electricity supply at Southwark Estate (partial) and Sydenham Hill Estate and the following points were made.

- In response to a couple of queries from a Member, the Director of Community and Children's Services noted that the proposed change to the project name was a result of a high number of HRA projects across the City's portfolio and the need to ensure projects were appropriately labelled. Secondly, whilst chargeable and rechargeable works did not appear dissimilar, the key difference between the two types were domestic versus communal works.
- In response to a comment from a Member, the Chamberlain agreed to ensure that the definition of liabilities was clarified within the procurement PT4 form.

**RESOLVED**, that Members

- Approve that the necessary repairs to Lammas Green (flats) and Pakeman House communal electricity supplies are removed from this project and undertaken instead under response repairs using the minor works framework.
- Approve that Otto Close communal electrics are removed from this project and instead inspected under the Phase Four Electrical contract;
- Approve for Middlesex Street Estate to be included within this project.
- Note the emergency repairs already carried out at Middlesex Street.
- Grant approval for two separate tenders to be sought for works at Middlesex Street as follows:
  - Works that do not require section 20 Long Leasehold consultation at an estimated cost of £393,750 including staff costs and fees;
  - Works which require section 20 Long Leasehold consultation at an estimated cost of £337,500 including staff costs and fees;
- Approve estimated staff costs of £3,000 and estimated fees of £13,000 (2% of works costs) to develop the specification and seek procurement;
- Note the project will be renamed Middlesex Street Non-Emergency Electrical Works going forward.

**11. GATEWAY 3 & 4 - YORK WAY ESTATE AND MIDDLESEX STREET ESTATE - COMMUNAL HEATING/HOT WATER AND VENTILATION REPLACEMENT WORKS**

Members considered Gateway 3/4 (Complex) report of the Director of Community and Children's Services regarding York Way Estate and Middlesex Street Estate – Communal Heating/Hot Water and Ventilation Replacement.

- It was noted that the recommended option is not the lowest cost option but represented best value for money as Option 3 would involve higher lifetime costs and further procurement requirements and so Option 2 was deemed the best solution for the long term.
- As a Complex project this will return to Committee for formal approval following the tender and prior to commencement of works.

**RESOLVED**, that Members

- Note the report.
- Grant approval for a consultant to be develop the specification for two separate projects:
  - for the replacement of the communal heating and hot water system at Middlesex Street at an estimated cost of £20,000
  - for the replacement of the communal heating and hot water system at York Way estate at an estimated cost of £20,000.
- Approve separate procurement exercises be undertaken for each estate, to appoint contractors to undertake the works under design and build contracts.
- Approve that the issue of ventilation at York Way Estate and Middlesex Street are separated from the heating replacement project.
- Approve staff costs of £3,000 to reach Gateway 5.

12. **GATEWAY 5 - BANK ON SAFETY CONCLUSION**

Members considered a Gateway 5 (Regular) report of the Director of the Built Environment regarding Bank on Safety: Experimental Safety Scheme Conclusion and the following points were made.

- A Member highlighted the success of the project and commended it to the Sub-Committee.
- In response to a question from a Member, the Director of the Built Environment noted that penalty charge monies arising from the project had been paid into the City's On-Street Parking Reserve.
- In response to a query from a Member, the Chairman noted that the Sub-Committee was considering the report prior to it being considered by the Court of Common Council as this was the standard governance approach employed by the City of London Corporation.

**RESOLVED**, that Members

- Note the report;
- Agree the addition of £36,000 to the budget to undertake recommendation 2 (that if the experiment is approved to be made permanent, officers be instructed to investigate additional measures to further improve compliance, behaviour and performance within the vicinity of the junction).

**13. GATEWAY 1 & 2 - GUILDHALL WEST WING MEZZANINE LEVEL IMPROVEMENT UPDATE REPORT**

Members considered a Gateway 1/2 update report of the City Surveyor regarding Guildhall West Wing Mezzanine Level Improvement.

**RESOLVED**, that the report be received.

**14. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

**Holistic Projects Dashboard**

In response to a question from a Member, the Town Clerk agreed to provide a dashboard listing all live projects currently progressing through the City's Project Gateway process.

**15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

**15.1 Gateway 1/2/3/4 - Renewal of Roof Coverings at 1-48 Blake House, William Blake Estate**

The Chairman noted that a report on the non-public side of the agenda had, following a review, had now been deemed a public report and could therefore be considered in public session. Members therefore considered a Gateway 1/2/3/4 (Light) report of the Director of Community and Children's Services regarding Renewal of Roof Coverings at 1-48 Blake House, William Blake Estate.

**RESOLVED**, that Members

- Note the contents of the report, including the total estimated project cost of £360,500 (including staff costs of £10,500).
- That approval is given for Option 1:
  - to undertake a compliant procurement exercise for the renewal of flat roof coverings at 1-48 Blake House, William Blake Estate.
  - To seek Chief Officer approval for a contractor to be appointed to carry out the renewal of flat roof coverings at 1-48 Blake House, William Blake Estate.

### 15.2 Gateway 3 - Finsbury Circus Garden - Reinstatement

The Chairman noted that a report on the non-public side of the agenda had, following review, been deemed public. Members considered a joint Gateway 3 (Complex) report of the Director of Open Spaces and the City Surveyor regarding Finsbury Circus Garden – Reinstatement and the following comments were made.

- The Chairman noted that the Open Spaces and City Gardens Committee had, at their 16 July 2018 meeting, approved Option 3 rather than Option 2, which had been recommended by officers. In light of this, the Chairman noted that he had requested, and been provided with, a high-level Payback Appraisal for each of the three options within the report. This appraisal demonstrated that Option 3 provided the shortest payback period for the site.
- In response to a question from a Member, the Chairman confirmed that the project would receive financial support from Crossrail.
- In response to a question from a Member, the Director of Open Spaces clarified that reinstatement did not involve reinstatement of the Garden to its original condition, as the Open Spaces and City Gardens Committee had decided not to reinstate the bowling green.

**RESOLVED**, that Members

- approve Option 3 to construct an enlarged multi-use building to house the replacement pavilion facility and the gardeners accommodation, alongside a first-floor lobby and bar, roof terrace and reinstate the garden landscape.
- Approve an additional budget of £49,500 (making a total of £240,500) to enable the appointed design team to develop detailed design for Option 3 to GW4, to be funded from Crossrail compensation.
- Note that the potential funding shortfall arising from Option 3 will require the allocation of additional central resources once firmer costs have been confirmed at the next gateway.

### 16. EXCLUSION OF THE PUBLIC

**RESOLVED** – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

### 17. NON-PUBLIC MINUTES

**RESOLVED**, that the non-public minutes of the meeting held on 13 June 2018 be approved as a correct record.

### 18. OUTSTANDING ACTIONS

Members considered a report of the Town Clerk regarding outstanding actions from previous meetings.

19. **GATEWAY 5 - LORD MAYOR'S STATE COACH**  
Members considered a Gateway 5 (Regular) report of the City Surveyor regarding the Lord Mayor's State Coach.
- 19.1 **Resolution of the Culture, Heritage and Libraries Committee**  
Members considered a resolution of the Culture, Heritage and Libraries Committee regarding the Lord Mayor's State Coach.
20. **GATEWAY 5 - ALDGATE (PORTSOKEN) PAVILION**  
Members considered a Gateway 5 (Complex) report of the City Surveyor regarding the Aldgate (Portsoken) Pavilion.
21. **GATEWAY 6 ISSUE - ACTION AND KNOW FRAUD CENTRE -CONTRACT SERVICE BUDGET**  
Members considered a Gateway 6 (Complex) report of the Commissioner of City Police regarding the Action and Know Fraud Centre – Contract Service Budget.
22. **GATEWAY 5 ISSUE - EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP) CONTROL ROOM UPGRADE – EMERGENCY SERVICES NETWORK READINESS (ESN-R) PROJECT**  
Members considered a Gateway 5 Issue report of the Commissioner of the City of London Police regarding the Emergency Services Communications Programme (ESMCP) Control Room Upgrade – Emergency Services Network Readiness (ESN-R) Project.
23. **GATEWAY 1 & 2 - FIRE SAFETY PROJECT (2) FIRE DOOR RECTIFICATION PROJECT**  
Members considered a Gateway 1/2 report of the Managing Director, Barbican Centre regarding a Fire Safety Project (2) Fire Door Safety.
24. **GATEWAY 1 & 2 - FIRE SAFETY PROJECT (3) FIRE STOPPING & COMPARTMENTATION**  
Members considered a Gateway 1/2 (Regular) report of the Managing Director, Barbican Centre regarding Fire Safety (3) Fire Stopping and Compartmentation.
25. **GATEWAY 3 & 4 - THAMES COURT FOOTBRIDGE**  
Members considered a Gateway 3/4 (Regular) report of the Director of Built Environment regarding the Thames Court Footbridge.
26. **GATEWAY 3 - FINSBURY CIRCUS GARDEN - REINSTATEMENT**  
The Chairman noted this report had been dealt with on the public side of the agenda under Item 15b (Any Other Business).
27. **GATEWAY 3 & 4 - INTRANET & SHAREPOINT INTERIM UPGRADE SOLUTION**  
Members considered a Gateway 3/4 (Regular) report of the Commissioner of the City of London Police regarding a Intranet & SharePoint Interim Upgrade Solution.



28. **GATEWAY 3 ISSUE - THE MONUMENT VISITOR CENTRE**  
The Town Clerk advised that this report had been withdrawn.
29. **GATEWAY 1/2/3/4 - RENEWAL OF ROOF COVERINGS AT 1-48 BLAKE HOUSE, WILLIAM BLAKE ESTATE**  
The Chairman noted that this report had been dealt with on the public side of the agenda under Item 15a (Any Other Business).
30. **GATEWAY 3 & 4 ISSUE - 65 & 65A BASINGHALL STREET - FUTURE OPPORTUNITIES (CITY FUND)**  
Members considered a Gateway 3/4 (Regular) Issue report of the City Surveyor regarding 65 & 65a Basinghall Street – Future Opportunities (City Fund).
31. **GATEWAY 5 - GALLEYWALL PRIMARY SCHOOL - TENDER AWARD**  
Members considered a Gateway 5 (Complex) report of the City Surveyor regarding Galleywall Primary School – Tender Award.
32. **GATEWAY 3 & 4 - 64/65 LONDON WALL ROOF RECOVERING/REPLACEMENT**  
Members considered a Gateway 3/4 (Regular) report of the City Surveyor regarding 64/65 London Wall – Roof Re-covering and Replacement (Bridge House Estates).
33. **GATEWAY 7 - BRIDGE HOUSE ESTATES - 181 QUEEN VICTORIA STREET - MAJOR REFURBISHMENT AND RENOVATION**  
Members considered a Gateway 7 (Complex) report of the City Surveyor regarding Bridge House Estates – 181 Queen Victoria Street – Major Refurbishment and Renovation.
34. **BUILDINGS PROGRAMME (HOUSING PROJECTS) - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**  
Members considered a Red, Amber and Green report of the Director of Community and Children's Services regarding the Buildings Programme (Housing Projects).
35. **OPEN SPACES - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**  
Members considered a Red, Amber and Green report of the Director of Open Spaces regarding the Open Spaces Programme.
36. **CITY OF LONDON POLICE PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**  
The Town Clerk advised that this report had been withdrawn.
37. **TOWN CLERK'S PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**  
Members considered a Red, Amber and Green report of the Town Clerk regarding the Town Clerk's Programme.

**38. TRANSPORTATION AND PUBLIC REALM PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**

Members considered a Red, Amber and Green report of the Director of the Built Environment regarding the Transportation and Public Realm Programme.

**39. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

**40. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

**The meeting closed at 12.37 pm**

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Chairman

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